bikeshare hawaii

BIKESHARE SYSTEM RFP

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Honolulu, HI 96813

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PURPOSE

Bikeshare Hawaii is seeking proposals for a contractual relationship with an organization to deliver bikeshare services in the state of Hawaii. This includes the launch of the first phase (Phase One) of the statewide system, a 1,676 bike, 183-station network in urban Honolulu.

As a 501(c)3 non-profit organization, Bikeshare Hawaii has the organizational flexibility to either administer a third-party private operator contract or operate system(s) itself with launch assistance and training from an interim partner.

Bikeshare Hawaii will establish its own mission and broad objectives for bikeshare in the state of Hawaii. Respondents to this RFP should propose a plan for how their organization can work with Bikeshare Hawaii and help it in achieving its organizational goals of:

- Sustainable business model(s),
- Integrated public transit,
- A world class visitor amenity, and
- Service to as many communities as possible.

The plan should address the business model(s) to be used, training and operations, capital financing, asset ownership, revenue distribution, liability and risk, sustainable system expansion, and community reinvestment. The plan should also address incorporating City, State, and community stakeholder input before and after system launch.

The Phase One launch should serve as a model and operational base for expanded service across the state, including communities on neighbor islands.

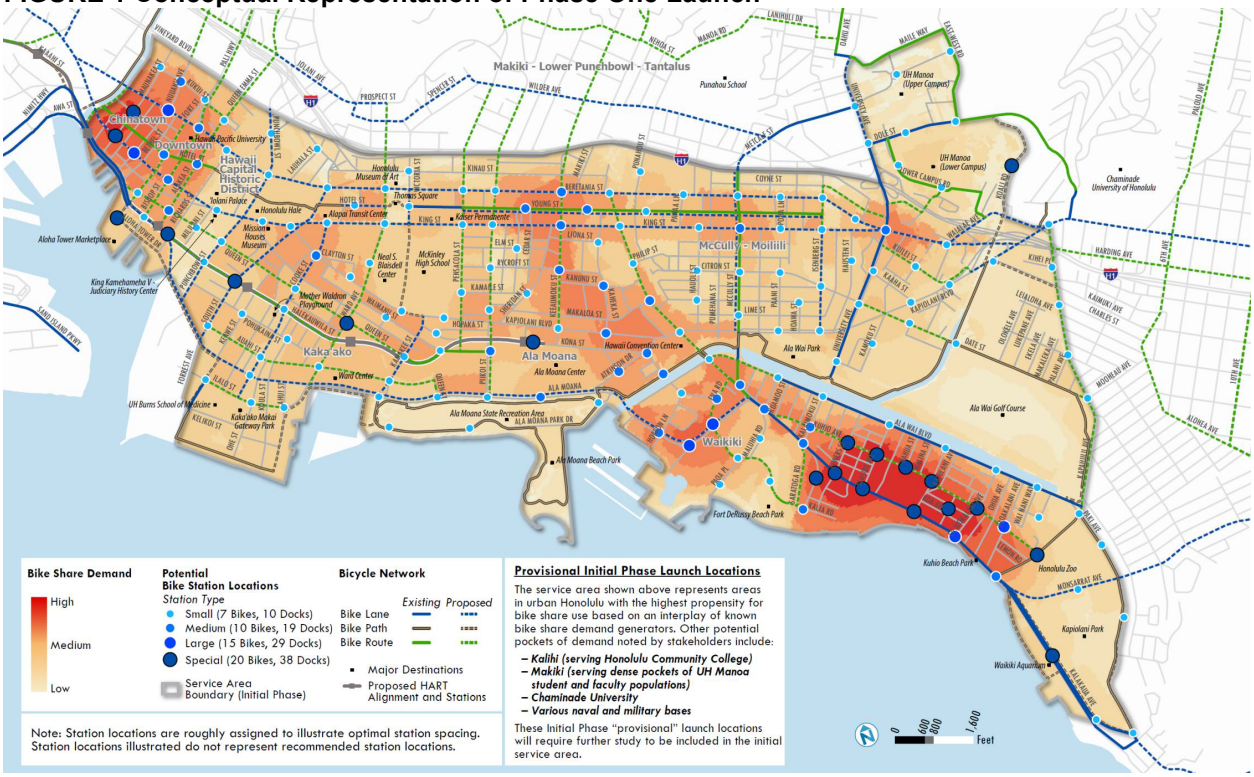
Respondents should propose a system that includes bicycles, docking stations, a payment system, software, data services, and other elements of a modern bikeshare system, and a plan for system launch that includes equipment installation, hiring of staff, establishing operations, and future expansion of the system into additional communities.

Respondents are encouraged to highlight their unique strengths and operating preferences while responding to the specifics of the RFP. Additionally, a compatible organizational structure for Bikeshare Hawaii should be discussed.

BACKGROUND

Bikeshare Hawaii seeks to launch a modern bikeshare system to service an area spanning from downtown Honolulu to Waikiki (bounded by the H1 freeway and extending to the University of Hawaii Manoa) in the first quarter of 2016. A conceptual representation of Phase One is shown below.

FIGURE 1 Conceptual Representation of Phase One Launch



Bikeshare was first introduced to Hawaii through a pilot project in Kailua. This pilot raised awareness about active transportation alternatives and introduced the concept of bikeshare to Hawaii. The pilot system consisted of 2 stations and 12 bikes. The system operated from April 2011 to December 2014.

In 2014, The City and County of Honolulu (City) funded a study to determine the best approaches for the development of a bikeshare system[1] for Honolulu. This report, the Honolulu Bikeshare Organizational Study[2], recommended an administrative nonprofit operating model as the most appropriate for managing a program in Honolulu and throughout the State of Hawaii. This model recommends a private nonprofit organization to administer the program, raise funds to finance ongoing operations and future capital costs, and develop a cohesive strategy for future expansion. Bikeshare Hawaii, a 501(c)(3) non-profit organization, was formed in 2014. Representatives from the City & County of Honolulu, the State of Hawaii, funding community, and the university community comprise its Board and Advisory Committee.

[1] Nelson/Nygaard Consulting Associates Inc., Honolulu Bikeshare Organizational Study, June 2014, City
[2] The Study can be found at BikeshareHawaii.org

Other major players include the following:

The City and County of Honolulu ("The City"). The City is a consolidated city and county encompassing Honolulu, the entire island of Oahu, and small outlying islands. A total of 953,207 people live within the County's jurisdiction. The municipal government includes numerous departments related to the operations of Bikeshare Hawaii, such as the Departments of Parks and Recreation, Planning and Permitting, and Transportation Services. The Department of Transportation Services (DTS) manages TheBus, the island-wide transit service. The mayor of Honolulu is Kirk Caldwell, and his office is supportive of the efforts of Bikeshare Hawaii. The Honolulu City Council is the legislative body that oversees the budget.

Office of the Governor. Governor David Ige's office will provide additional support and potentially assist in the future expansion of Bikeshare Hawaii to other islands.

Hawaii State Department of Health (HDOH). The Department of Health will help support bikeshare in Hawaii as a strategy for increasing opportunities for physical activity through active transportation. HDOH will play a role in supporting marketing and education efforts.

Universities. The University of Hawaii at Manoa (UH Manoa), Hawaii Pacific University (HPU), and other local universities are interested in supporting on-campus stations. These education centers may also play an important research role as system data becomes available.

Honolulu Authority for Rapid Transportation (HART). HART is the transit agency that will operate the 20-mile rail transit system when it opens in 2017. It is overseen by The City. The winning vendor of this RFP and Bikeshare Hawaii will work with HART to safely and conveniently integrate bikeshare at rail stations.

Hawaii Department of Transportation (HDOT). HDOT works with other agencies to plan, design, construct, and maintain State transportation facilities and infrastructure. HDOT maintains numerous roads and freeways throughout the state, including Ala Moana Boulevard (Route 92), a major east-west arterial running through the proposed Bikeshare Hawaii service area.

Ulupono Initiative. The Ulupono Initiative is a Hawai'i-focused impact investing firm that uses for-profit, non-profit, and social investments to improve the quality of life for island residents in three areas: locally-produced food; clean, renewable energy; and waste reduction. Ulupono has provided seed funding to Bikeshare Hawaii.

The U.S. Environmental Protection Agency (EPA). Hawaii is part of EPA's Pacific Southwest Region. The EPA has played a key role in facilitating bikeshare developmentin Hawaii and recently funded a contract with Toole Design Group to perform station siting analysis and community engagement. A final report from that contract will be considered when making the final station site selections for Bikeshare Hawaii's Phase One launch.

The Energy Excelerator is an innovation program based in Hawaii that funds startups with energy and transportation innovations up to $1M per project. The Energy Excelerator is interested in supporting new or innovative bikeshare components proposed through this RFP.

GOALS AND VALUES

Bikeshare Hawaii has developed a vision for bikeshare in the state of Hawaii that achieves the following goals

Sustainable Business Models: Once a Bikeshare Hawaii system is established and operational, the business fundamentals of the system -- whether through operating partnership, farebox recovery, sponsorship value, or pledged donations -- should allow the system to operate indefinitely without outside financial input

Integrated Public Transit: Bikeshare Hawaii systems should provide a meaningful transportation option to residents of the state. This means affordability, accessibility, convenience, and high quality of equipment, technology and service appropriate for our island environment. Bikeshare Hawaii systems should also act as the glue for our transportation ecosystem, enhancing the value of every other infrastructure and transportation investment by providing connectivity, technological integration, and additional capacity.

World-Class Visitor Amenities: The visitor economy is important to every corner of the state. Bikeshare Hawaii systems will complement the unique visitor services offered in each community while preserving the community itself. The bikeshare services will be best-in-class to reflect the state's excellence in hospitality.

Service to as Many Communities as Possible: Bikeshare Hawaii seeks to deliver bikeshare services to as many communities across the state as possible. The business and operating model ultimately selected by the organization will reflect the model that can bring high quality, sustainable service to the highest number of communities, not simply the most attractive visitor destinations.

Bikeshare Hawaii believes that the bikeshare system must reflect a specific set of values to accomplish this vision. A successful vendor will demonstrate how their qualifications and approach will support the following values:

- **Something people love to use –** Bikeshare customers feel smart, confident, and satisfied when using our system. Using bikeshare should be fun.
- **Exceptionally convenient** - The bikeshare network should be too convenient to ignore, and should be the best mode of transit for at least half of the trips in the service region.
- **Low cost** – Cheapest transportation service available.
- **End-to-end experience design** - The system should be designed to anticipate and accommodate the most common uses and guide and support users throughout the whole process. Stations should be conveniently located relative to key attractions and major destinations and should be sited near bike paths. Bike paths should take riders directly to other stations that are also in front of common destinations.
- **No frustrations** – Bikes, docks, and system should be available whenever a customer needs them. The payment system should be simple, intuitive, and be capable of providing feedback about all fees.
- **Integrated** – The bikeshare system should have the capacity to be integrated with other forms of transit, payment, and personal technology.
- **Innovative** – Bikeshare Hawaii should always be in a position to experiment with or implement new developments if they can improve its ability to achieve its organizational goals.
- **Open and Transparent** – System data and evaluation metrics should be readily available (in computer readable forms) to all stakeholders including the general public.

- **Being a good neighbor** – Bikeshare seeks to be a good partner to businesses, governments, and non-profits that are invested in improving our state.
- **Invested in the community** – Bikeshare will be integrated into the public spaces and resources owned by the residents of those communities. Bikeshare Hawaii and its partners will solicit and integrate input from the community on a continuous basis and provide services that strengthen those communities.
- **A model progressive organization** - The bikeshare network will be a symbol of innovation, technology, and public private partnership that work together to make a strong impact on the community.
- **Diverse membership community** – Bikeshare Hawaii will seek to attract a diverse community of users that includes multiple demographics, ethnicities and languages, in addition to millions of international visitors (primarily from Asia) and the military population
- **Respectful Bike Culture -** Bikeshare will be a positive addition to Hawaii's existing bike culture. Bikeshare Hawaii seeks to develop a culture of mutual respect and acceptance of people on bicycles and people in cars.

SERVICE AREA

Honolulu is a highly urbanized collection of neighborhoods and districts exhibiting unique urban transportation issues. Honolulu's mobility challenges are different from those found on the mainland. These challenges stem from geographic constraints. Core travel corridors are wedged between the ocean and the mountains (referred to as *Makai,* towards the ocean*,* and *Mauka,* towards the mountains*).* The H1 freeway intersects this area, creating restricted opportunities to travel from the ocean to the mountains. There are high levels of transit use that create capacity issues on the urban bus system. There is a cultural reliance on the automobile.

Additionally, Honolulu is experiencing rapid urbanization. Coupling these issues with some of the nation's worst traffic congestion, Honolulu understands that it cannot expand the capacity of the roadway system to meet its mobility needs. Bikeshare has been identified as one tool in the urban transportation toolbox to meet resident, employee, and visitor mobility needs. It also supports various concurrent and interconnected initiatives including the implementation of the HART rapid transit system, transit-oriented community development, and a network of planned bicycle infrastructure projects. Seamlessly integrating bikeshare with public transit is a key goal, and it is important to note that biking infrastructure is currently lacking on some important bike routes in the Phase One service area such as Ala Moana Blvd., Kapiolani Blvd., and University Ave. However, these and others are listed as priority bikeway projects in the City & County of Honolulu's Oahu Bike Plan revised in 2014. Recent infrastructure improvements include the installation of the first cycle track in Hawaii in December of 2014, with a second cycle track anticipated to be installed before 2016. An optimal bikeshare system design will consider all of the new and planned developments for Honolulu.

Due to the unique geographical setting of Honolulu, the Phase One service area and network expansion opportunities have been defined based on four main factors:

- Connectedness of demand clusters/destination density
- Network barriers (both bikeway network barriers that can be improved and street network connectivity challenges that may be difficult to overcome)
- Geographic constraints (e.g., topography, waterways, etc.)
- Connections to HART Stations (for future phase expansion opportunities)

The recommended Phase One area (shown in Figure 1 on page 2) encompasses a 5.14 square mile area spanning from Honolulu's Chinatown district to Waikiki—bounded by the H1 freeway, but extending up to UH Manoa. This service area would serve the Chinatown, Downtown, Hawaii Capital Historic District, Kaka`ako, Ala Moana, McCully-Mo`ili`ili, Waikiki, and Lower Manoa Valley neighborhoods.

Other potential pockets of demand noted by stakeholders that could be tapped into as provisional extensions of Phase One include Kalihi (serving a multi-modal residential community and Honolulu Community College), Makiki (serving dense pockets of residents, including significant UH Manoa student and faculty populations), and Kaimuki and Chaminade University. Additional planning efforts are being conducted by Toole Design Group. This planning effort will further examine the proposed geographic area, provide more detailed station planning and locations, and provide a final report recommending station siting.

Phase One Launch, Station Spacing, and Station Locations

The launch of Phase One includes a capital investment scenario based on optimal station densities. The spacing, density, and sizing details are summarized in Table 1. Phase One is based on a 183-station network with 1,676 bikes. This equates to average station spacing of 810 feet and 952 feet.

Station spacing varies roughly by relative demand in different districts. In Phase One, denser station spacing levels of 600 feet is applied to higher demand districts like Waikiki and Downtown, whereas most other districts provide station spacing of about 900 feet.

Table 1 Phase One Bikeshare Hawaii Scenario

Characteristics	Optimal Density Scenario
Area	5.14 sq. mile
Number of Stations	183
Number of Bicycles	1,676
Number of Docks	3,149
***Station Density**	36 stations per sq. mile
***Average Station Spacing**	810ft
Dock-bike ratio	1.88

*Note: Final station density and average spacing may vary depending on the final station location plan.

Expansion of Connecting Service Area

The vision for Bikeshare Hawaii is to develop a statewide bikeshare system. Growing the system and efficiently adding new communities are key challenges in system design. Bikeshare Hawaii's Phase One launch will include the densest mixed-use areas of urban Honolulu and offer the best financial sustainability prospects. However, there are many important adjacent residential and business communities that Bikeshare Hawaii and stakeholders would like to include as soon as it is financially feasible. Responses to this RFP should demonstrate the ability to quickly assess the economic considerations of expanding the network as well as having a streamlined process for efficiently ordering and deploying new equipment in order to assist Bikeshare Hawaii in the goal to service as many communities as possible.

Expansion will depend on additional studies, public outreach, the initial success of the bikeshare system, and partnership opportunities. Expansions to other areas include neighborhoods directly adjacent to the initial phase such as Kalihi, Makiki, Kapahulu, Palama, and Kaimuki. Additional expansion phases are expected to include satellite service areas that may not be directly connected with the initial phase service area. These areas include HART stations and transit oriented development (TOD) neighborhoods, Armed Force Base station clusters in Kaneohe Bay, Joint Base Pearl Harbor-Hickam, and Wheeler Air Force Base, and high demand areas such as Salt Lake and Mililani.

Expansion to non-connecting communities

In addition to expanding the geographic reach of the Phase One system, Bikeshare Hawaii also intends to launch Bikeshare services to communities that are not geographically connected with the first phase such as the North Shore of Oahu, Kailua Town, West Oahu, and communities on the neighbor islands. Expansion communities include different topographic profiles, different population densities, different business profiles, and different socio-economic demographic mixes. Selecting a system that can flexibly accommodate the different needs of these communities but still prove to be overall financially sustainable is a key objective of system design.

A successful vendor will demonstrate clearly its capacity to provide, or enable Bikeshare Hawaii to provide, efficient management of multiple systems using centralized resources. Responses to this RFP

should provide a low cost, flexible operational architecture that supports efficient expansion while enabling Bikeshare Hawaii to adjust to the unique operational conditions it encounters in the various communities it serves.

SCOPE OF SERVICES

Bikeshare Hawaii seeks to contract with an organization to launch a modern bikeshare system for urban Honolulu (see previous section “Service Area”).

The vendor will propose a contractual relationship that allows Bikeshare Hawaii to achieve its mission and goals (See previous section “System Goals and Values”). As a 501(c)3 non-profit, Bikeshare Hawaii has the operational flexibility to accommodate a variety of relationship structures including -- but not limited to

- Managing a long term operating contract
- Owning and operating the system itself with launch assistance and training
- Other models.

Bikeshare Hawaii is interested in entertaining all proposed structures that allow it to achieve its long term goals and will be making a selection based on the ability to launch the first phase in the desired timeframe as well as the best long term partner.

Bikeshare Hawaii retains the rights to brand and market the system as well as manage relationships with municipal and community entities in the state to ensure county and stakeholder input in accordance with our organizational mission. For Phase One in Honolulu, Bikeshare Hawaii retains the right to manage its relationship with the City and County of Honolulu from whom it is receiving substantial support in the form of funding, access to the right of way, and infrastructure development.

Bikeshare Hawaii seeks to launch the Phase One in the first quarter of 2016. Capital fundraising is ongoing and entering a contract may be contingent on successfully securing funding. The following items are the key services a successful vendor will be able to provide and/or address.

1. Equipment and Software
Respondent should propose a full-featured bikeshare system for Honolulu that includes bicycles, docking stations, payment kiosks, software, web services and data services. The equipment should permit users to purchase a pass at a kiosk, online, or using a mobile phone. See Appendix A - E for comprehensive details.

2. Equipment Installation
The winning vendor will bear full responsibility for shipping and installation of all bikeshare equipment. Stations must be able to be installed quickly and with no damage to surrounding structures. Proposals should include a delivery schedule from time of order and an installation timeline.

3. Business Planning
Respondents should propose a sustainable business model for Phase One that considers the administrative costs of Bikeshare Hawaii and supports operations indefinitely, with no outside funding. The plan should address capital financing, asset ownership, revenue distribution, insurance, liability, and risk.

Proposing new and innovative fare structures is encouraged and it is expected that proposals will include at least two fare structures for consideration that will be simple and easily understood for all users. Respondents are expected to explain the expected impact of a given fare structure on revenue and ridership

4. Operational Planning, Design and Training
Respondent should propose an operational plan that delineates the operational responsibilities of Bikeshare Hawaii and those of the vendor, describes a staffing plan for each party, outlines any required training schedule, specifies operational sites (such as warehouses and mechanic shops) and procedures (such as equipment maintenance schedules and station relocation procedures, insurance and claims), what operating teams are required and who manages who (such as the customer service

call center – See Appendix G, street maintenance team, mechanic team), and explains how these factors will align to produce high levels of service and customer satisfaction while accomplishing Bikeshare Hawaii's stated goals. The operational plan must include a work plan for training, manuals and documentation, and on-call assistance and warranty.

5. **Expansion Plan**
The vision for Bikeshare Hawaii is to deliver bikeshare to as many communities as possible across the state. Growing the network and efficiently adding new communities are key challenges in system design. Responses to this RFP should include an outline for investigating, prioritizing, planning, and implementing expansion of the network. The business plan (3.) and operational plan (4.) should both be designed with expansion to non-contiguous, smaller communities in mind. It is expected that the plans account for the necessary operational and business innovation that will be required to accommodate new geographic regions.

6. Marketing
Respondents should describe a recommended strategy for implementing marketing and PR programs assuming Bikeshare Hawaii intends to play a leading role in this effort. The respondent should describe how they see Bikeshare Hawaii and their respective responsibilities and how this configuration will enable Bikeshare Hawaii to achieve their overall organizational goals.

Respondents should address programs that generate enthusiasm prior to system launch and include monthly reports analyzing marketing-relevant demographic and subscriber statistics. The strategy should also address public relations crisis management (e.g., system failures, fatalities or serious injuries).
A strategy leveraging a local PR firm or committed marketing agency to generate significant free and/or paid publicity on local television, radio, print, internet and other outlets is encouraged.

7. Community
Respondents should recommend a strategy for soliciting and incorporating the participation of the communities served by bikeshare assuming Bikeshare Hawaii intends to play a lead role in this effort, but expects respondents to reinvest significant resources into those communities to strengthen the relationship between the service and stakeholders. For the duration of their involvement, the vendor should plan to participate in regular community meetings to gather feedback and contribute to building a positive bicycle riding culture. The vendor should also plan to design and implement an annual survey to cover topics including: transportation choices, health and physical activity, customer service and satisfaction, and member demographics to understand how the bikeshare system is impacting and benefiting the community.

8. Transit Integration
Seamless interoperability of the bikeshare system and/or other transportation options is desired in the response to this request. The City and County of Honolulu Department of Transportation Services (City DTS) and the Honolulu Area Rapid Transit (HART) will be able to share application program interfaces (API's) for transaction processing in the future, thus the respondent should anticipate working together with City DTS and HART to integrate fare media, payment systems, wayfinding, trip-planning, user experience, and real-time operational data for efficiency gains. Responses to this RFP should include a comprehensive transit integration strategy. See Appendix D for comprehensive details on fare media integration.

9. Data Services and API
Respondents should provide an overview of the data that will be made available from the bikeshare software as well as technical specifications and documentation where available. Transparency and Openness are key values of Bikeshare Hawaii. Respondents should also prepare samples of all key operational reports and data that Bikeshare Hawaii will use to monitor system performance and/or make operational decisions (if the business model implies Bikeshare Hawaii in an operational role).

The selected vendor will be expected to enable access to performance measures on a real-time basis to Bikeshare Hawaii or its representatives through a programmatic API and administrative interface.

INSTRUCTION TO BIDDERS

Vendors should respond to this RFP by submitting a Proposal that addresses all the requested information found in this RFP. Major categories include the proposed business model, initial phase launch and kickoff of bikeshare in Honolulu, future expansion, addressing Bikeshare Hawaii's goals and values, and the bikeshare system, as detailed in the scope of services.

The Proposal will be evaluated on the four (4) categories identified below. Details of these categories are found in the Evaluation Category Detail Section of this RFP.

Evaluation Categories and Threshold

Category	Possible Points
1. Qualifications/Experience Planning and Delivering	20
2. Proposed Approach	50
3. Cost Proposal	20
4. Evaluation/Milestone Payment Plan	10
TOTAL POSSIBLE POINTS	**100**

Evaluation Process

The evaluation of responses to this RFP will be conducted **comprehensively**, **fairly,** and **impartially**. Structural, quantitative scoring techniques will be utilized to maximize the objectivity of the evaluation.

An Evaluation Committee of at least three (3) qualified evaluators selected by Bikeshare Hawaii will evaluate each proposal in accordance with the criteria set forth below. Should an award be made, the selected Respondent will be determined to be the most advantageous to Bikeshare Hawaii based on the criteria listed above.

Bikeshare Hawaii may invite Respondents to discuss their proposals to ensure thorough, mutual understanding. Bikeshare Hawaii in its sole discretion shall schedule the time and location for these discussions, generally within the timeframe indicated in the RFP schedule. Bikeshare Hawaii may also conduct discussions with Respondents regarding the proposals before requesting Best and Final Offers, if necessary.

Additional Opportunity for Innovation

If your proposal includes trying out something innovative with Bikeshare Hawaii - perhaps something that hasn't been done before - please provide a paragraph (up to 600 words) on what that would be. The cost of this component of the proposal should be $250,000-$1,000,000 and should be able to be fully implemented in the first 12 months of the bikeshare deployment. The paragraph should provide a basic description of the innovation, and include a summary of the cost and economic value proposition, and the value in terms of uptake/usage/user experience. This component will be shared with and considered for funding through Energy Excelerator. Please review energyexcelerator.com for more background about the program.

Of particular interest would be innovations that increase military use of bikeshare programs, technologies that leverage Hawaii's unique geography to try something innovative, and new technologies that may enhance bikeshare user experience, reduce maintenance costs, and/or improve the business case for bikeshare - although any ideas are welcome.

Procuring Agency and Contracting Officer

Contracting Officer
Ben Trevino, President & COO, 808-225-4725
Procuring Agency Address:
Bikeshare Hawaii
999 Bishop St

Suite 1202
Honolulu, HI 96813

Submission of Proposals

Submittal Requirements

Responses are due by 5:00pm Hawaii Standard Time on June 19th via email to Ben Trevino at ben@bikesharehawaii.org. Proposers must submit six (6) copies and one (1) electronic copy as a single PDF. The schedule is detailed below.

Solicitation Schedule

DATE	EVENT
May 20, 2015	RFP is issued
May 20 - May 29, 2015	Questions submitted to Bikeshare Hawaii
June 8, 2015	Final responses to questions provided to bidders
June 19, 2015	RFP response is due to Bikeshare Hawaii by 8pm Hawaii Standard Time
July 1, 2015	Finalists will be notified
July 6 – July 24, 2015	In-person visits and interviews
August 1, 2015 – October 1, 2015	Contract award period. Contract will be awarded no sooner than August 1 and no later than October 1
First/Second Quarter 2016	Bikeshare launch

Interviews, Presentations, Demonstration

Finalists will be notified by June 26th, 2015. At that time, finalists will be invited to Oahu for in-person interviews. Interviews will be scheduled between July 6th and July 24th. It is expected that the finalists will provide a presentation to Bikeshare Hawaii and its Board of Directors. Demonstrations will be encouraged.

Questions

Questions should be directed to Ben Trevino of Bikeshare Hawaii no later than May29th. Respondents are encouraged to submit questions on an ongoing basis until May 29th at 11:59PM HST. Answers will be posted periodically as they are received. All responses will be posted to http://www.bikesharehawaii.org no later than 8PM HST on June 8th. Proposers are responsible for checking Bikeshare Hawaii's website (above) for updates.

EVALUATION CAGETORY DETAIL

1. Qualifications/Experience Planning and Delivering (20 points)
Both organizational and project-specific personnel's experience should be included. This includes staffing qualifications (e.g., staff prior experience, education, licenses, professional achievements) and roles. A strong proposal will demonstrate how the organization and personnel meet or exceed these requirements.

Equipment

- Proposed equipment has successfully operated in projects of similar size and scope to the work sought by this RFP.
- Skills, abilities, knowledge of, and experience in performing project(s) of similar size and scope to the work sought by this RFP.
- Equipment feature roadmap (2 years)

Software

- Proposed software system has successfully operated in projects of similar size and scope to the work sought by this RFP.
- Skills, abilities, knowledge of, and experience in performing project(s) of similar size and scope to the work sought by this RFP.
- Software development and version history
- Software feature roadmap (2 years)
- History of client feature requests and turnaround time

Equipment Installation

- Prior experience installing equipment in urban conditions like Honolulu.
- Prior experience installing equipment in climate and environmental conditions like those found in Hawaii.
- Prior experience installing equipment on both public and private land.
- Prior experience installing equipment in projects of a similar size and scope to the work sought by this RFP.

Business Planning

- Prior experience with sustainable or profitable bikeshare system business models.
- Prior experience working with municipal, government, or private contracts and clients.
- Demonstrated administrative capacity to effectively service current and expected client load. Respondent should include list of current and expect projects and clients
- Demonstrated financial resources to respond to unexpected cash flow or business difficulties with other clients.
- Discussion of industry lessons learned on similar sized projects

Operational Planning, Design, and Training

- Prior experience operating or facilitating the operation of projects of similar size and scope to the work sought by this RFP.
- Management structure and plan to maintain staffing to complete project.
- Other key projects and organizational capacity to address needs of multiple clients.
- Discussion of industry lessons learned on similar sized projects.

Expansion Plan

- Prior experience expanding systems to geographically contiguous services areas.
- Prior experience expanding operations to non-contiguous service areas.
- Clear vision of the future of bikeshare in Hawaii in three (3) years and in ten (10) years and the role your company will play.

Marketing

- Description of prior campaigns to raise awareness, increase ridership or increase membership of the bikeshare systems prior to launch and during ongoing operations.
- Prior experience in crisis management during system operation or prior to launch.
- Prior experience working with local creative and PR firms / resources and how this would be integrated into the work in Hawaii.

Community

- Description of previous efforts to solicit community feedback and a process to integrate such feedback into improvements.
- Description of previous efforts to address underserved individuals, communities, and geographic areas.
- Programs to promote equitable access to system services.

Transit Integration

- Prior experience with integrated fare media that works with other forms of public transit.
- Prior experience working with transit agencies.
- Description of previous efforts to promote transit integration.
- Description of previous efforts to physically integrate bikeshare with other forms of transit (including wayfinding, mapping information, and web-based trip planning tools).

Data Services and API

- Prior experience delivering publicly accessible data APIs.
- Prior experience with technological integration with transit agencies.
- Prior experience supporting open data initiatives and/or the use of bikeshare data in public hackathons.
- Prior experience developing custom APIs to provide third party access to bikeshare system features.

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2. Proposed Approach (50 points)

The proposed approach will include an overall strategy for the business model and operations. In addition, it should clearly address how the proposal addresses the goals and values of Bikeshare Hawaii. Thoughtfulness and creativity with respect to Honolulu's specific assets as well as unique geographical and resource constraints should be addressed. In addition, details on components of the scope of work should be included, as detailed below.

Equipment

- Statement of what equipment is being proposed for Bikeshare Hawaii and why those selections are appropriate for their short- and long- term plans.
- Detailed description of any contractors producing the equipment and their financial, manufacturing, and staffing capacity.
- Clear and detailed description of the features of the current/standard equipment and any alternative models, and optional parts and services.
- Describe all opportunities and strategies for branding and marketing on the equipment
- Clear and detailed development, improvement and upgrade process for equipment
- Description of disaster recovery and how system equipment performs when power, communications or other dependencies are unavailable.
- Identification of all space available to place sponsor/donor logos, advertisements or other information. Include dimensions and any special requirements to add logos or information, as applicable.
- Description of the warranty policy and process.
- Anticipated equipment or software options that would make it cost-effective to expand Bikeshare Hawaii into less dense areas.
- Description of equipment manufacturing quality control process, and what to expect with respect to bikes and parts malfunction upon delivery
- Description of the assembly process and supply chain for the proposed equipment
- Discuss any improvements anticipated to be implemented in the next three years.

- **Software**
  - Statement of what software is being proposed for Bikeshare Hawaii and why that selections is appropriate for their short- and long- term plans.
  - Detailed description of any contractors producing the software and their financial, manufacturing, and staffing capacity.
  - Clear and detailed description of the features of the current/standard software, and any alternative versions
  - Description of administrative and management interfaces to software

- Screenshots or mockups of all key operational and administrative interfaces
- Clear and detailed development, improvement and upgrade process for software.
- Clear and detailed process for requesting new software features for the bikeshare system.
- Clear and detailed process for transferring code, system access and knowledge to Bikeshare Hawaii if Bikeshare Hawaii will be operating the system.
- Description of website integration, customization options, and content management strategy
- Description of mobile app, process for making feature requests, support for in-app advertising
- Description of disaster recovery and how system software performs when power, communications or other dependencies are unavailable.
- Identification of all digital space available to place sponsor/donor logos, advertisements or other information. Include dimensions and any special requirements to add logos or information, as applicable.
- Description of the warranty policy and process.
- Anticipated software options that would make it cost-effective to expand Bikeshare Hawaii into less dense areas.
- Discuss any improvements anticipated to be implemented in the next three years.

Equipment Installation

- Description of shipping, handling, storage, and labor involved in the installation of equipment and software.
- Detailed timeline for station installation.
- Operational plan including personnel required for station installation.
- Description of all computer hardware required to administer the system and how those resources will be supplied.
- Application of evidence and research based reasoning in anticipated delivery/shipping timelines for Hawaii.
- Describe of warranty policy and process.
- Detailed quality control process.

Business Planning

- Description of business model including capital financing, asset ownership, revenue distribution, necessary insurance, liability and risk.
- Explanation for why your business model is suitable for Bikeshare Hawaii's short- and long-term goals.
- Five (5) and ten (10) year financial projections for Phase One service area, including any additional capital needs such as re-fleeting.
- Two (2) proposed fare structures and the impacts of each on revenue and ridership.
- Description of how the business plan will support sustainable operation including re-fleeting.
- Capacity for proposed approach to be applied to system expansion.

Operational Planning, Design, and Training

- Description of launch staffing plan including which employees are hired by Bikeshare Hawaii and which employees are hired by the proposing organization.
- Description of operational staffing plan including which employees are hired by Bikeshare Hawaii and which employee are hired by the proposing organization.
- Outline of any training required.
- Outline of operational procedures that will need to be developed and who will be responsible for the development.
- Description of the process of moving stations
- Description of physical sites required for launch and for operations and who will be responsible for procuring those sites.
- Description of operating teams required.
- Application of evidence and research based reasoning in proposed approach.
- Describe any proposed strategies for administrative and operational efficiency as they apply to operational planning, design, and training.

- Describe any proposed strategies for anticipated long-term cost effectiveness as they apply to operational planning, design, and training.
- Capacity for proposed approach to be applied to system expansion.
- Description of specific elements of the approach that are designed to achieve operational efficiency and how the organization can develop more operational efficiency over time.
- If applicable, description of how the operational approach will support the operation becoming more efficient from a cost standpoint over time.

Expansion Plan

- Description of how new potential station locations will be evaluated.
- Description of the time, financing, and public process requirements for considering adding new stations to an existing service region as well as how new stations would be prioritized.
- Description of the time, financing, and public process requirements for considering a new service region as well as how new service regions would be prioritized.
- Explanation of how the proposed business plan can support multiple service regions.
- Explanation of how the proposed operational plan can support multiple service regions in addition to what may be needed to support the operational plan.
- Application of evidence and research based reasoning in proposed approach.
- Describe any proposed strategies for administrative and operational efficiency as they apply to expanding the service area.
- Describe any proposed strategies for long-term cost effectiveness as they apply to expanding the service area.
- Description of specific elements of the approach that are designed to achieve operational efficiency when geographically distant systems and how the organization can develop more operational efficiency over time.
- If applicable, description of how the expansion approach will support the operation becoming more efficient from a cost standpoint over time.

Marketing

- Description of marketing and PR support prior to system launch.
- Description of marketing and PR support during system operation.
- Description of PR crisis management plan.
- Description of key marketing-relevant demographic and subscriber statistics that should be used to assess program health and marketing effectiveness.

Community

- Description of plan to solicit and incorporate community input.
- Description of plan to reinvest resources into the service region communities.
- Description of the annual survey to be developed, how it will be administered and what it will measure.
- Understanding of the community to be served, and policies and environmental factors that support/hinder the Bikeshare System Goals and Values.

Transit Integration

- Description of how technology will integrate with planned DTS unified fare media.
- Description of what software services that will be made available to local transit agencies for integration purposes and how those software services will be made available.
- Ideas or plans for integrating bikeshare operations into existing or planned transit modes and/or data systems (e.g. making use of real-time bus arrival data for anticipating rebalancing needs). Proposed ideas should be implemented in other systems or respondent should demonstrate capacity to develop the ideas as proposed.

Data Services and API

- Description of how the data will be delivered to Bikeshare Hawaii. All data generated by the bikeshare system will be the property of Bikeshare Hawaii.
- Description of where and how data will be housed
- Description of data update frequency, real time data availability
- Description of how real time operational and financial reporting will be made available to Bikeshare Hawaii.

- Description of how sensitive data will be secured.
- Description of disaster recovery for data housing failure
- Description and specification of all data APIs that will be made available to key partners of Bikeshare Hawaii such as the City and County of Honolulu.
- Description and specification of all data APIs that will be made available to the public.

3. Cost Proposal (20 points)
Provide a cost proposal for each of the scope of work items that includes a clear and detailed description of costs and/or ongoing- fees for current/standard equipment and software, any alternative models, and optional parts and services. If there are any additional fees to be charged, not previously mentioned, describe each in detail, including, without limitation, the anticipated frequency and reasons for incurring such fees, with the amount. Also any anticipated shipping and/or customs costs.

Proposals will be evaluated based on

- The degree of competitiveness, reasonableness, and appropriateness of the cost proposal to reflect the requirements of the RFP.
- Narrative clearly justifies cost.
- Demonstrated cost competitiveness with existing contracts.

Please address the costs in the following categories:

- Equipment
- Software
- Equipment Installation
- Business Planning
- Operational Planning, Design, and Training
- Expansion Plan
- Marketing
- Community
- Transit Integration
- Data Services and API

4. Evaluation/Milestone Payment Plan (10 points)
Detail an evaluation framework for each of the scope of services items as well as a payment structure that incentivizes the successful execution of each service.

Proposals will be evaluated based on

- A payment plan aligned with project milestones and deliverables,
- Plan for measuring the success at each milestone, and
- Project timeline that is feasible and meets Bikeshare Hawaii's goal of launching in Q1 2016.

Please address the evaluation framework for the following categories:

- Equipment
- Software
- Equipment Installation
- Business Planning
- Operational Planning, Design, and Training
- Expansion Plan
- Marketing
- Community
- Transit Integration
- Data Services and API

APPENDICES

APPENDIX A: BICYCLE SPECIFICATIONS

A successful RFP will address the following specifications for bicycles. If specification is not applicable or is contingent, please explain

- Upright riding position for confident riding in traffic,
- Lighting system compliant with all State and local lows that automatically illuminate when the bike is in use and remain on for at least two (2) minutes after the bike comes to a stop.
- Front, rear, and side reflectors
- Reliable and intuitive braking system
- Simple and reliable multiple gear drivetrain system to accommodate topography of region
- Easy to operate, easy to mount and hold in stopped position
- Protection from grease, dirt, and tire spray, including enclosed drive train and full fenders.
- Cargo capacity for items such as a typical briefcase, book bag, and/or grocery bag weighing up to twenty pounds, variety of sizes and configurations
- One size, which will fit users from 4’8” to 6’4” in height with tool-free seat only adjustment
- Features designed to encourage ridership by women in professional clothing
- Theft and tamper-resistant (potentially through use of components not compatible with other bicycles and/or requiring tools not commonly available)
- Puncture-resistant tires
- Pedal-powered front/rear light system. Multiple power sources preferred.
- Kickstand or other device to allow bicycle to be supported upright
- Bicycles should look good in the urban environment and must be capable of being branded appropriately for a title sponsorship.
- Describe any unique branding opportunities
- Capacity for sponsorship or advertising that can be easily changed.
- The customer service telephone number on every bicycle with durable, weather resistant labels
- Color customization
- Repair and maintenance manual included
- Parts and materials durable to withstand coastal conditions including salt water and high humidity
- Useful life greater than five (5) years and a 5 year warranty preferred, but not required
- Fully protected or enclosed cables preferred
- Clearly visible space on bicycle for safety and instructional messaging
- If parts need to be modified or replaced if the software changes, they will be provided by the vendor at no cost.
- Equipment/software will be the same as any used by any other program as to avoid a situation where Bikeshare Hawaii’s system is running “old” software that’s no longer developed/supported.
- [Optional] Active and/or Passive GPS tracking system integrated into the bicycle to recover missing or stolen bikes, and to interface with website for personal health and performance data monitoring.
- [Optional] Smart phone mount
- [Optional] Ability to check in / check out without the use of a docking station

APPENDIX B: DOCKING STATION SPECIFICATIONS

A successful RFP would address the following specifications for docking stations. If specification is not applicable or is contingent, please explain

- Compliance with the Americans with Disabilities Act, and other requirements of Bikeshare Hawaii, the municipality, institution and/or private landowner in positioning stations
- Capacity to maintain security of the system during a power failure or loss of system communication
- Flexibility to install stations outside or in a covered area (e.g., parking garage).
- Capacity to issue real-time reports between stations and headquarters to report number of bikes per station to facilitate re-distribution and locate bicycles needing repair
- Kiosk and map panel options that adhere to Honolulu's sign ordinances.
- Ability to operate without need to connect to electrical grid (this may be accomplished by solar power or other types of alternative energy sources, as feasible); including employment of a backup power source.
- Adherence to annual City permit inspection requirements
- Smallest feasible footprint to enable installation in a location currently used as a parking space or on a wide sidewalk with a layout that does not impede pedestrian traffic and ideally has no components that extend horizontally beyond the bike containment area footprint.
- Aesthetic compatibility with streetscape and neighborhood context, particularly of historic districts, both when station is full of bicycles and when it is empty
- Adequate space at kiosk for a lighted map indicating both station locations and bicycle routes
- Wayfinding attributes that include maps and destinations of interest and nearby stations in English, Japanese (required), Hawaiian, Korean, Chinese, and Tagalog (preferred).
- Ability to prevent out-of-service bicycles from being checked out, along with an indicator showing whether a bicycle is available or out-of-service.
- Unified look-and-feel of all stations within the network.
- Capacity to convey safety messaging, bicycle laws and warnings affecting cyclists in an easy-to-read format in all lighting conditions in English, Japanese (required), Hawaiian, Korean, Chinese, and Tagalog (preferred).
- Stations that are modular, easily relocated, require minimal time to install/remove and do not leave behind attachment points that could trip a pedestrian or impede traffic or parking.
- Useful life greater than five years.
- Can be deployed without kiosk
- Lighted space at each station for advertising panel
- Visible customer service phone number
- Stations must be able to be branded by a title or station sponsor
- Parts and materials are durable to withstand close proximity or consistent exposure to ocean/salt water/humidity/sun
- Includes an installation and use manual
- Users can choose which specific bike they would like to rent
- Out of service bicycles are easily identified.
- Capacity for station and major components (bicycle, docks, terminal) to self-report malfunctions and mechanical problems.
- Clear and prominent instructions directing users how to report problems or a bicycle in need of repair
- If parts need to be modified or replaced if the software changes, they will be provided by the vendor at no cost.

- [Optional] Ability to distribute fare media (i.e. key fobs or RFID cards) that can simplify the checkout process for casual users

Honolulu's narrow public rights-of-way will make flexibility in configuration and ease of installation and relocation or removal imperative for a successful bikeshare system. Docking stations should be designed in such a way that they can be flexibly deployed on a variety of surfaces, grades, and configurations. No electrical service will be provided but in the event the System Operator chooses to obtain electrical service, all appropriate permits for electrical service and construction will be required.

APPENDIX C: SOFTWARE SPECIFICATIONS

A successful proposal will address the following specifications for bikeshare software in each category. If specification is not applicable or is contingent, please explain

Administrative

- Determining where each bicycle in the system is located in real time, and when it might have been lost
- Determine how many rides/miles each bike has taken to facilitate maintenance.
- Produce a daily maintenance list for all system components
- Find disabled bicycles using the system
- Creating reports on usage and miles traveled on a system wide and bike-by-bike basis
- Shut down individual stations or the whole system temporarily
- Process for verifying user information via credit user information as well as adherence to current PCI (Payment Card Industry) standards (including chip-and-pin technology)
- IT system complies with current standards for data security, particularly for financial data, user names, and addresses. Describe any third party testing or verifications and liability and risk.
- The mobile app and website should communicate with bikeshare software system in real time
- Administrative functions of bikeshare software are accessible to bikeshare staff via web access from any internet-enabled location.
- Administrators and customer service representatives can access the functionality of individual stations / kiosks to assist end users.
- Administrators should be able to easily look up user accounts based on name, phone number, email, or user id.
- Administrators should be able to easily look up individual bikes and stations for operational status
- Anonymized and scrubbed system functionality and data (ride and real time availability data, membership signup, payment, location based advertising) will be exposed to third party and open source software developers through secure APIs
- Bikeshare Hawaii will own the data generated by the system
- Software provides a comprehensive solution that helps the Operator streamline all aspects of the program, including managing fleet and equipment, customer service, finances, rebalancing, reporting, and pricing. Software is easily customizable and upgradeable.
- Software is easily configurable by the Operator to allow for various subscription types, reports, prices, or other features including the ability to administer discounts and promotions.
- Data including financial data is highly secure according to industry standards.

Website and Mobile Application

- System users can purchase memberships and agree to the terms of a liability waiver
- Languages include English, Japanese (required), Hawaiian, Korean, Chinese, and Tagalog (preferred).
- The website allows users to search for station locations through a variety of inputs (e.g. user-entered address, intersection or major place names, selecting from an interactive map etc.)
- Members can access and update their membership information, re- subscribe to the System and replenish their accounts
- Allows members to track their use of the bikeshare system
- Accessible from desktop computers and hand-held wireless devices such as PDA's, Smartphones, and web-enabled cell phones using browsers. Flash should not be used.
- Critical functionality does not use any extensions that are not pre-installed in the vast majority of browsers and any mark up or scripting should function correctly in all widely used browsers.
- Website and app should allow the operator to place advertising messages based on location
- Ability to indicate the closest station and number of bicycles to mobile or web user
- Routing and directional capabilities and support of Bikeshare Hawaii's "Visitor Routes"

APPENDIX D: KIOSK AND PAYMENT TECHNOLOGY SPECIFICATIONS

A successful RFP will address the following specifications for kiosks and payment technology. If specification is not applicable or is contingent, please explain

- Ability to receive and manage all payments, fees, penalties, or other monetary transactions by users of the system
- Ability to accommodate different payment schemes including schemes that do not adhere to the industry standard
- Ability to provide ease of use to both “walk-up customers” and “subscribers”
- Adherence to industry standard data security and safeguards for financial and personal data of system users
- Ability to accept walk-up renters with agreement to liability waiver.
- Ability to interface with a unified electronic fare system
- The device and reader should be ISO 14443 compliant and capable of reading EMV cards.
- The security of the device be it card, phone, or fob should be equivalent to Mifare ultralight C or higher (DESFIRE 3)
- Limit on the number of subscriptions and walk-up rentals that can be purchased by one user or using one credit card.
- Touch-screen capabilities.
- Technology to accept and validate a variety of payment methods (e.g., cash, credit card, pay by phone)
- Legibility in all lighting conditions and operational in all normal weather conditions.
- Parts and materials durable to withstand coastal conditions including salt water and high humidity
- Flexibility to add features and modify terminal as needed.
- Ability to push software and/or firmware updates efficiently and with little downtime
- Automatic confirmation that subscriber’s credit card is valid and has sufficient funds to cover charges if bike not returned (preferably before each bicycle is removed).
- Ability to use all major national and international credit cards
- Clear customer service number and instructions
- Include a process for facilitating users who desire to park a bike at a station where all docks are occupied
- A process for facilitating users who desires to get a bike at a station where all docks are empty
- Capacity to maintain security of the system during a power failure event or loss of system communication
- Instructions and interface available in multiple languages including English, Japanese (required), Hawaiian, Korean, Chinese, and Tagalog (preferred).
- If parts need to be modified or replaced if the software changes, they will be provided by the vendor at no cost.

APPENDIX E: DATA SERVICES AND API SPECIFICATIONS

Bikeshare Hawaii will require daily and weekly performance reports. The Respondent winning bidder will be expected to provide current performance measures on a real-time basis at the request of Bikeshare Hawaii or its representatives. The Respondent is expected to provide data on their website that is available to the public, which includes at a minimum the information regarding ridership, fleet performance and safety, customer service, and membership. The availability of data to the public is important to Bikeshare Hawaii to ensure that the public sees a return on investment for the use of public property and funds. All publicly available data should be made available as machine readable APIs.

A successful RFP would address the following specifications for data services and APIs:

- Database management system, including search functions and the possibility of using anonymized data for transportation planning purposes
- The Contractor will provide reports or enable access to Bikeshare Hawaii in accordance with an agreed upon schedule or on an as-needed basis
- All system data should be available in for immediate access for a period of one year, and archived indefinitely.
- The database is searchable and can provide both anonymized and non-anonymized reports as necessary
- Anonymized and scrubbed system functionality and data (ride and real-time availability data, membership signup, payment, location based advertising) will be exposed to third party and open source software developers through secure APIs
- Open architecture use as much as possible
- Provide all data specified in the NABSA “International Bike-Share Database” Glossary https://docs.google.com/spreadsheets/d/1phtN9ptIgmMAO0tNcf6LyJkh39UNNAmZXTQ1oqpCQo0

Data Report

The Station Status for each active station in the system should, at a minimum, include the following data:

- Station number and identifier
- Station name
- Station address
- Station coordinates
- Station payment terminal availability (Does the station have the ability to process credit/debit cards?)
- Installed date
- Station status (open/closed)
- Station docks total
- Station docks available
- Bikes currently available
- Broken bikes at the station (if any)
- Last communication with the central computer system
- Last update from station

Ridership

- Number of trips per month
- Trip origin/destination by station
- Trips per time interval
- Percentage of trips per time interval
- Miles traveled per month

Fleet Performance and Safety

- Bicycles in service
- Fleet maintenance (number of bikes inspected/repaired per month)
- Bicycles damaged per month
- % of time in service or available/in use
- Average response time inspect/repair a bike and return to service
- Average response time to remove damaged bike from service

Membership/Pass Status

- Total number of users by membership
- New members
- Renewal rates

Customer Service Data

- Stations full or empty- number of instances
- Stations full or empty- time interval
- Stations full or empty- Percentage of instances per time interval
- Stations full- instances of additional time granted
- Stations full- Total number of extra minutes granted
- Rebalancing- Number of times bicycles picked up and dropped off at stations
- Customer service calls- Number of incoming calls and lost calls
- Average call length
- Average time to rebalance bikes
- Average wait time for a customer call
- Customer call satisfaction

Trip Duration Data

- Trip/record identifier
- Start date and time
- End date and time
- Start station location
- End station location
- Bike number
- Membership/user type
- Miles traveled by trip
- Calories burned by trip
- Number of trips
- Ability for users to compare data versus “average user” or “similar user”
- Gasoline saved per trip
- Average trips length and duration

APPENDIX F: NABSA INTERNATIONAL BIKE-SHARE DATABASE GLOSSARY

The following are terms and definitions are provided for comparison purposes between bike-share systems.

- Annual Maximum Bikes On-street - maximum number of bikes in service
- Average Cost per Trip - operating expenses divided by number of trips
- Average Trip Duration (Minutes) - number of trips divided by duration of each trip, with a maximum of 2 hours per trip. Trips over 2 hours are considered to be 2 hours in duration.
- Average Trip Length (Miles and Kilometers) - total distance of trips divided by number of trips
- "Average Trips per Bike per Day - ((Total FY Trips) / (End of FY # of Bikes - ((End of FY # of Bikes - Start of FY # of Bikes) / 2)) / (Days of Operation)"
- Bike Damaged Beyond Repair - a bike which has sustained damage in excess of its replacement cost or current value that will not be returned to service
- Bike in Service - a bike that is available for public use, either docked or in use
- Cost Recovery – total revenues divided by total expenses
- Crash – any reported event involving injury to a customer, bicycle, or 3rd party individual or their property
- Customer (or Member) - person who has paid for their desired membership term, whether or not they have activated their membership. (The first day a customer initiates their membership is their first active day. The day a user's membership expires is the last active day of their active membership.)
- Equity membership - memberships for low-income (as defined by the bikeshare system), historically underserved and/or unbanked populations that have been activated and have recorded at least one trip. Student memberships are not included.
- Estimated Distance Traveled – 7.456 mi/h (12 km/h) times the total trip duration of trips greater than or equal to 60 seconds and under 2 hours. Trips over 2 hours max-out at 14.9 mi (24 km).
- Expenses - Capital - cost for station and bike equipment, new station installation, permitting, construction, marking, signage, delineators, and landscaping
- Expenses - Operating – costs to operate a system, removal and relocation of stations, including an operator's maintenance, balancing, call center, credit card fees, refunds, insurance, marketing, management and administration costs
- Missing Bike - bike that has been rented for greater than 24 hours and less than 30 days
- Reported Crash – a crash involving a customer on a bike-share bike that is reported to the operator
- Revenues - Total – revenues generated from membership and usage fees, station and corporate sponsorships, advertising, grants, and other sources
- Service Area - 0.25 mi (0.4 km) outward from each peripheral station of the station network. Satellite networks are counted separately.
- Station density - # of stations / service area (in square miles or km)
- Trip – check out of at least 1 minute and return of a bike by a customer. Trips are counted based on the day they begin.
- Unrecovered Thefts – bikes missing for 31+ days for the present FY

APPENDIX G: CALL CENTER SPECIFICATIONS

It is expected that the winning respondent will operate a local call center or assist Bikeshare Hawaii in setting one up. A description of the call center should include the location of the call center, the number of anticipated customer service employees, and address the ability of customer service personnel to respond to voice, email, and text requests for help. In addition, the data systems should have the capacity to track customer service issues and generate status reports. The proposal should describe strategies for communication of customer service to the on-street team, with specific methods for issue tracking and resolution. Due to the anticipated use of the bikeshare system by visitors in Waikiki, the language capabilities for customer service should include English and Japanese at a minimum; inclusion of Korean, Chinese, Hawaiian, and Tagalog preferred. The call center software and/or operating system proposed for use to handle, track and service calls must be specified must meet the following criteria:

- The system must be able to immediately aid users with mechanical issues and/or injuries.
- The customer service telephone number should be provided on every bicycle and station, with durable, weather resistant labels.
- There must be adequate staffing to ensure a maximum wait time of one minute, 24/7.
- The respondent must present a program that ensures high customer satisfaction rating and allows the operator to address problems immediately.

APPENDIX H: COMMUNITY OUTREACH VISION STATEMENTS

The Bikeshare Organizational Study included significant community outreach to assist with the development of recommendations. Based on outreach and research, Bikeshare Hawaii has adopted the following list of vision statements:

- Bikeshare elevates the quality of life in Honolulu, creating livable, clean, and quiet neighborhoods.
- Bikeshare enables residents to live healthier, happier more social lives.
- Bikeshare expands transportation options, increasing walking, bicycling, and enabling more people to use transit.
- Bikeshare fills gaps in the transit system and reduces crowding on TheBus.
- Bikeshare seamlessly integrates with TheBus and HART – aids the City's goals for transit oriented community development.
- Bikeshare stimulates public support for expanding bicycle infrastructure.
- Bikeshare expands to other satellite locations and counties around the State, spreading the benefits of bikeshare to many Hawaii residents.
- Bikeshare stimulates local economic development, business enterprise, and retail sales.
- Bikeshare provides a tourist amenity that many visitors have come to expect in destination cities.
- Bikeshare creates an intergenerational bicycling culture that normalizes the bicycle for transportation and recreation.
- Bikeshare addresses congestion mitigation and other language necessary to apply for and secure TIGER/HDOT funding.
- Bikeshare reduces our dependence on imported fossil fuels and achieve our clean energy and transportation goals.